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From Needs Assessment to Strategic Plan: The Important Journey

Regional Workshops

May and June 2006

Maternal and Child Health Bureau

Outline of Day Two

- Good morning and welcome back!
- Recap Day One
- Managing Change
- The Challenge of Changing: Small Groups
- Embracing Change: Conclusions
- Evaluation

Recap Day One

- We reviewed the context for assessment, planning, implementation, monitoring and evaluation
- We discussed how priorities are established, what they are and what they aren't and how they can be used to direct effective planning efforts
- We considered various options for moving forward on strategic plans
- We reinforced the importance of monitoring and evaluation in the planning process

Theme: Change

- The theme linking all of these discussions was *change*
- We know that our responsibilities as Title V Leaders are vast and our resources minimal
- We know that we must be *leaders*, developing *systems* that support the optimal growth, development and health of all children and families including those with special needs, in our states

Theme: Change

- We know that we must continually assess needs, monitor trends, look for best practices, learn from our efforts and strive for the best possible outcomes for the populations and systems we serve
- We know this means being ever vigilant, maintaining the integrity of our data systems, constantly nurturing our partnerships, seeking every opportunity to make a positive difference

Theme: Change

- In short, we must be *creative, flexible, and adaptable*
- *We must be masters of change*



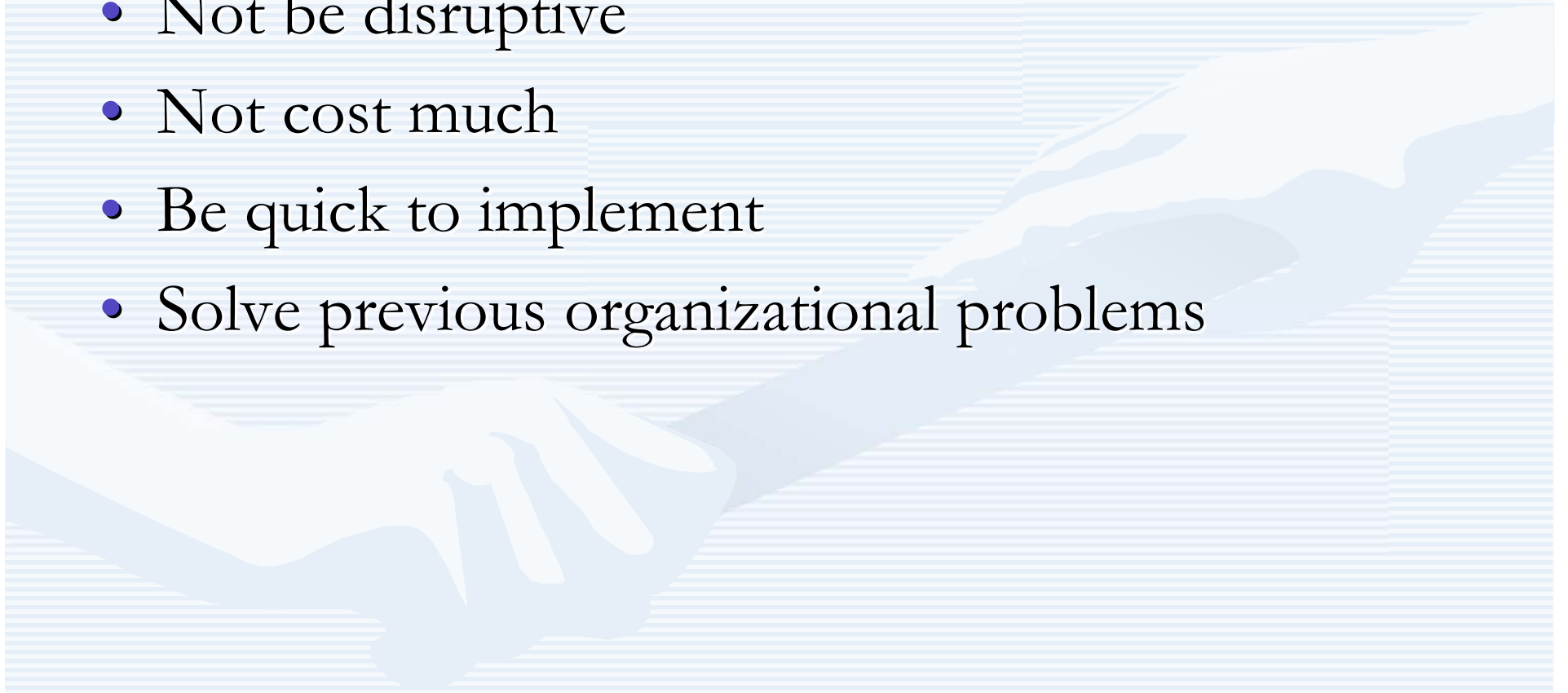
Managing Change

- *“Man is a strange animal. He can’t see the handwriting on the wall until his back is up against it”* Adlai Stevenson
- We don’t like change, as a rule
- We like the familiar, the routine, the comfortable
- Few of us like taking risks
- As such, managing change is extraordinarily difficult

Myths about Change

Managers expect that changes they make will:

- Not be disruptive
- Not cost much
- Be quick to implement
- Solve previous organizational problems



Managing Change

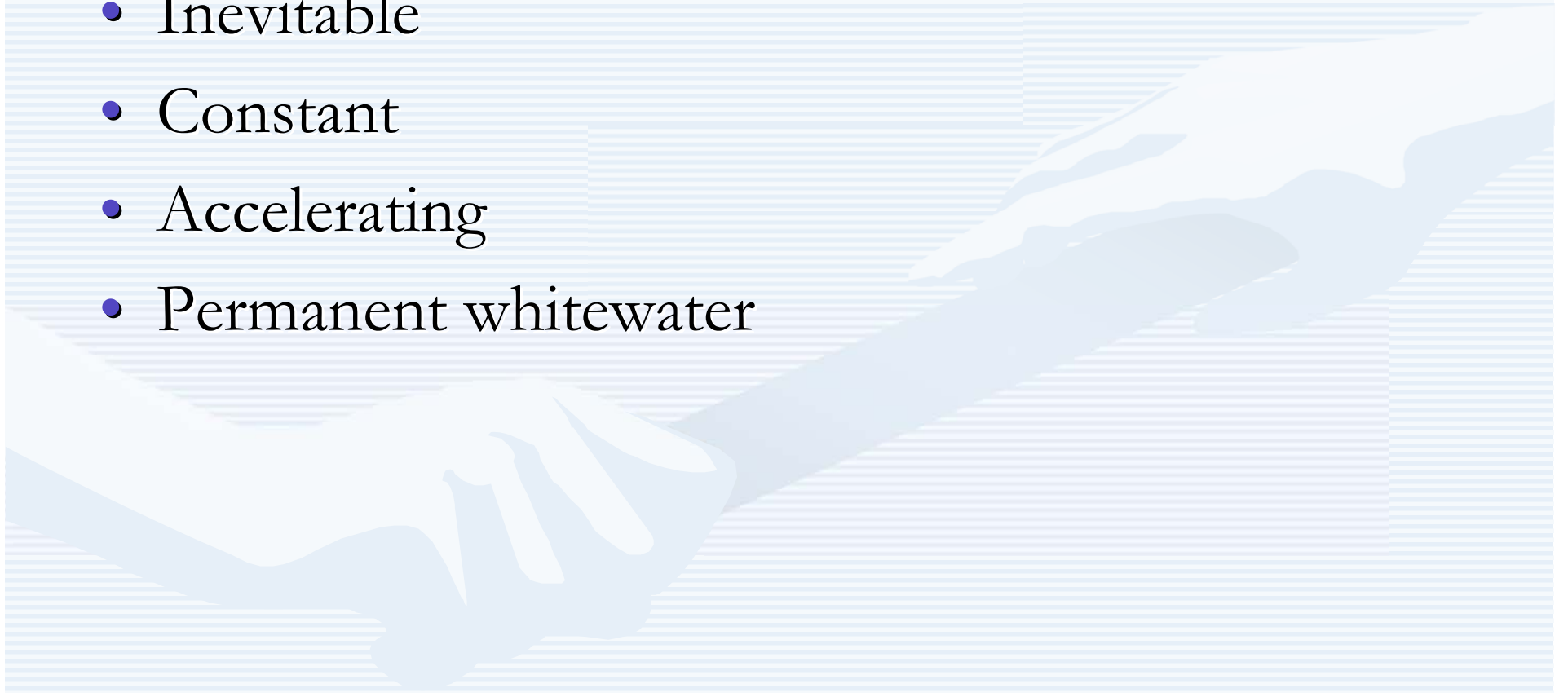
- Change
 - Alter
 - Vary
 - Shift
 - Switch
 - Convert
 - Transfer
 - Modify

No one likes to do these things!



About Organizational Change

- “Change is the only constant around us”
- Inevitable
- Constant
- Accelerating
- Permanent whitewater



Managing Change

- As leaders, we must manage change
- Internally driven: *“the making of changes in a planned and managed or systematic fashion”*
- Externally driven: *“the response to changes over which the organization exercises little or no control”*



Managing Change

- Process of change a la Kurt Lewin
 - Unfreezing
 - Changing
 - Re-freezing
- Depends on a thorough problem analysis, the determining of goals and the selection of processes
- Good planning includes efforts to obtain buy-in, support and commitment from those involved in the change process

Managing Change

- Change = moving from a “problem state” to a “desired state”
- Change typically framed in “how” questions, when it might be better to frame them as “why” questions
 - Not “how do I get my staff to focus more on the community” but “why they need to focus more on the community”
 - People buy in faster to solution-oriented change

Managing Change

Leaders of change must hone their

- Political skills
 - Maneuvering change through the organization
- Analytical skills
 - Data-based decisions, monitoring
- People skills
 - Communication, interpersonal, listening, courtesy
- System skills
 - The public health ecological model

Change Management Strategies

- Empirical-Rational
 - People will act in their own self-interest
- Normative-Reeducative
 - People will adhere to cultural norms and values
- Power-Coercive
 - People are generally compliant
- Environmental-Adaptive
 - People oppose disruption but readily adapt

Change Management Strategies

- Empirical-Rational
 - Change is based on communication of information and the offering of incentives
- Normative-Reeducative
 - Change is based on redefining norms and values and developing commitments to new ones
- Power-Coercive
 - Change is based on the exercise of authority and the imposition of sanctions
- Environmental-Adaptive
 - Change is based on building a new organizational structure and gradually transferring people from the old to the new model

Factors in Change

- Degree of resistance
- Target population
- The stakes
- The time frame
- Expertise
- Dependency



Managing Change

- *The Placemat*, courtesy of Ellen Belzer
- Have to manage Organizational Change while you also manage People's Transitions

Unfreezing

Decision to change

Changing

Decision to change

Refreezing

Decision to persist

Ending

Letting go of the past

Neutral

Moving out of limbo

Beginning

Starting anew

Organizational Change Strategies

- Sense of urgency
- Guiding coalition
- Vision and strategy
- Communicating the vision
- Empowering others to act
- Generating short-term wins
- Consolidating gains
- Institutionalizing new approaches

Organizational Issues Relating to Change

- Vision, mission, values
- Structures
- Products and services

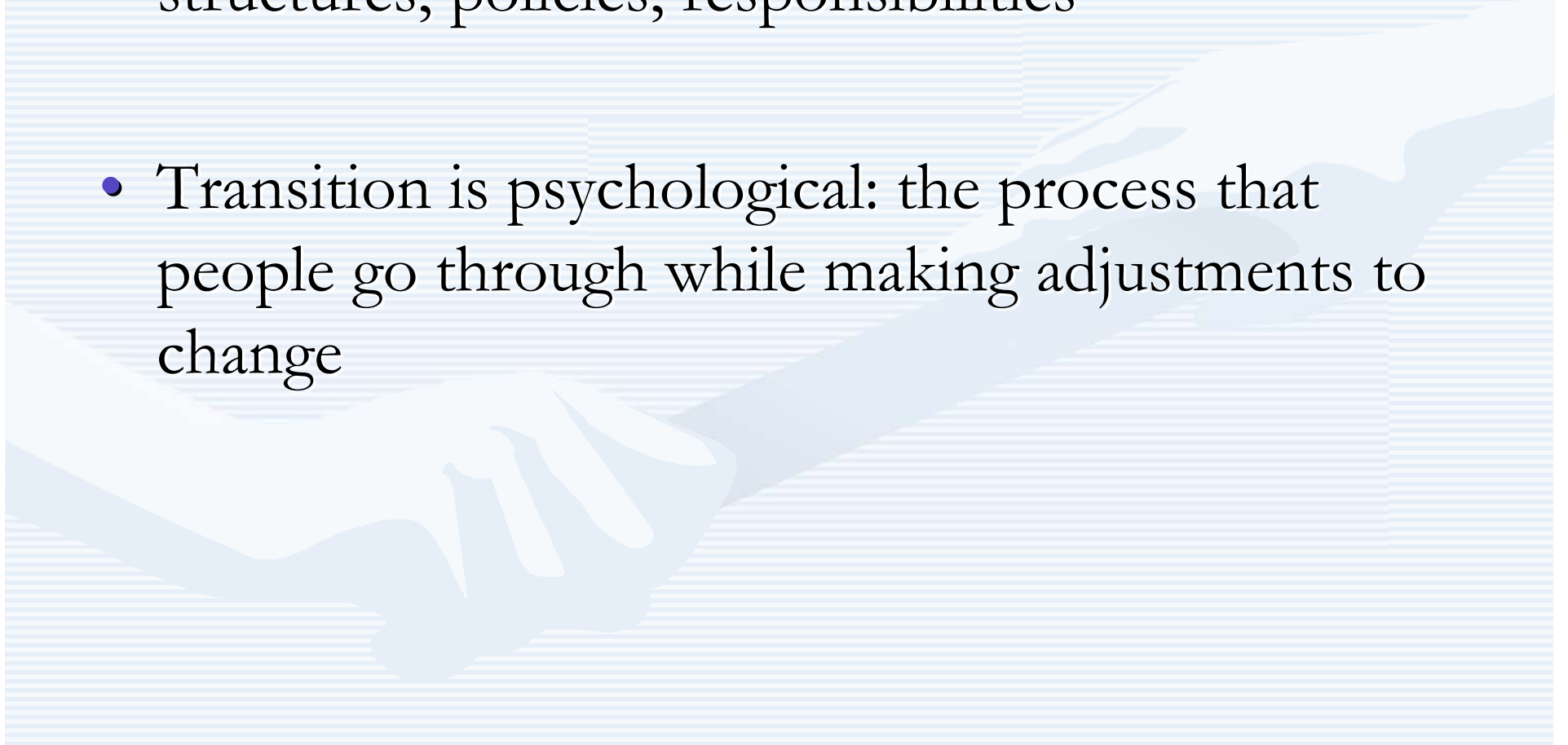


Elements of a Successful Change Program

- Leadership support
- Early involvement by stakeholders
- Multiple targeted strategies
- Ongoing emphasis on communications
 - Organizational
 - Group
 - Individual
- Change + Transition

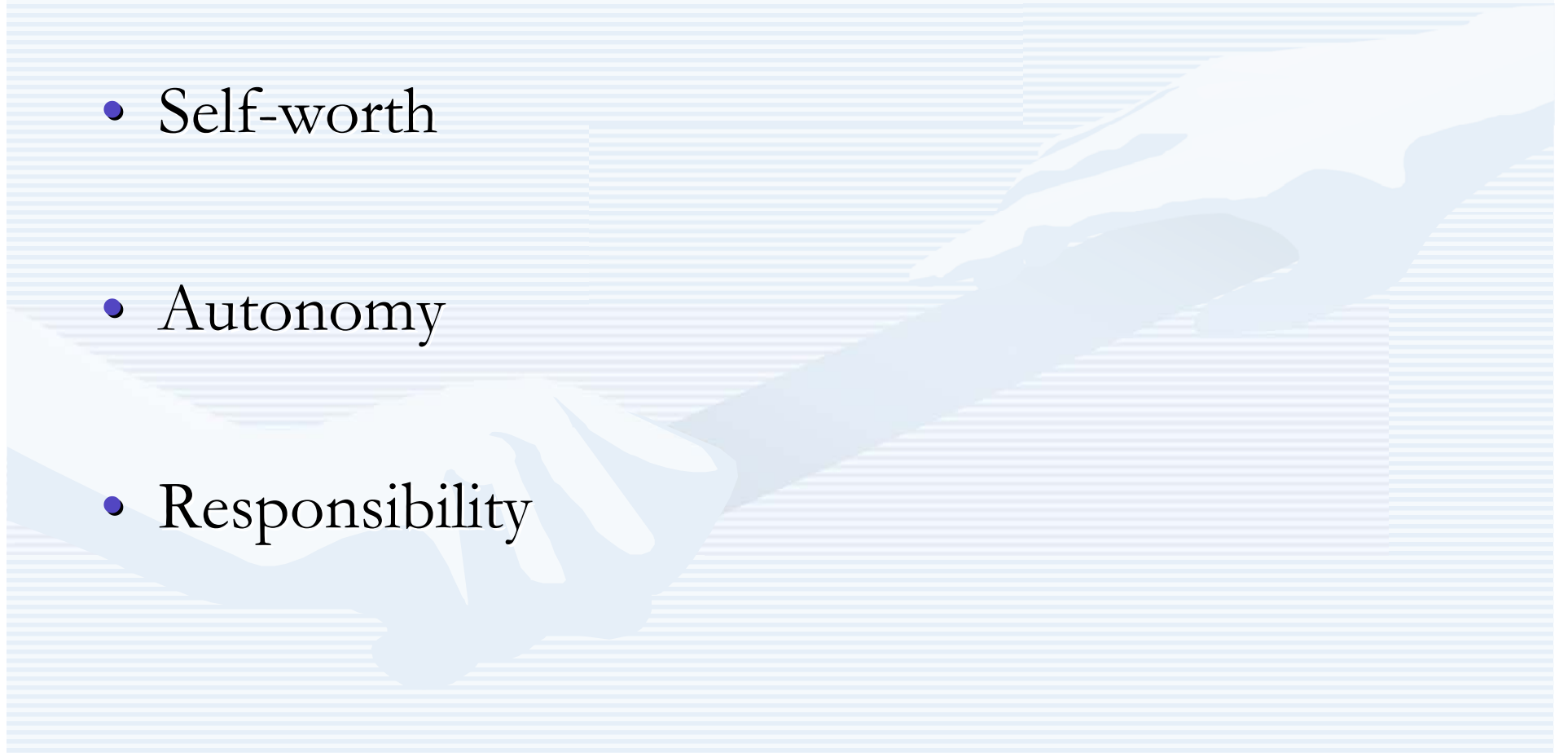
Change and Transition

- Change is situational: new systems, processes, structures, policies, responsibilities
- Transition is psychological: the process that people go through while making adjustments to change



Individual Issues Relating To Change

- Job security
- Self-worth
- Autonomy
- Responsibility

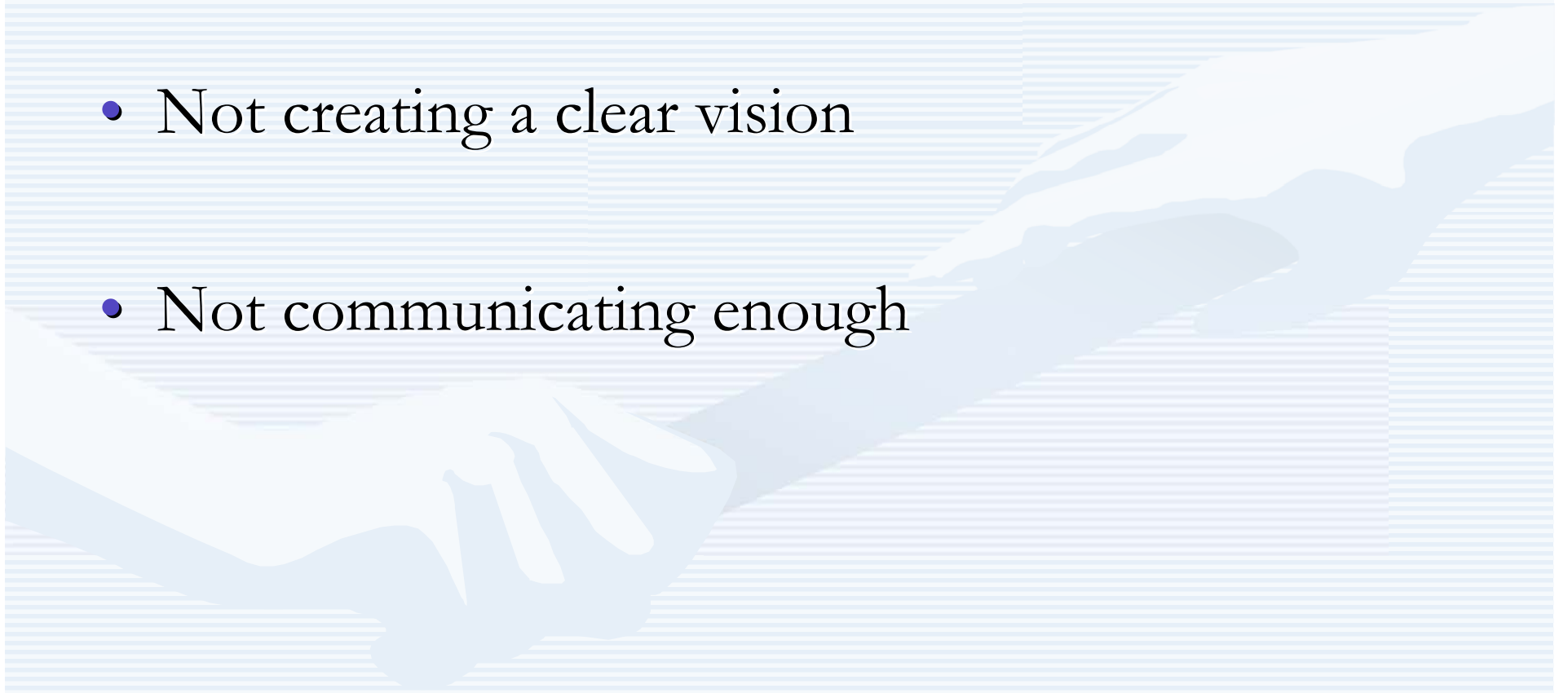


Profile of an Effective Change Manager

- Driven by goals
- Endorses change
- Makes connections
- Builds team work
- Adds value
- Communicates relentlessly
- Managerial courage

Leadership Errors

- Not creating a sense of urgency
- Not creating a clear vision
- Not communicating enough



People Transition Strategies

- Full disclosure, communicate, share information in response to *denial*
- Listen, listen, listen in response to *resistance*
- Seek input early and often to encourage *exploration of new ideas*
- Provide positive reinforcement to secure *commitment* to change

Small Group Discussion III

- Assemble in groups as assigned
- Follow instructions provided
- Select a reporter
- Have fun!



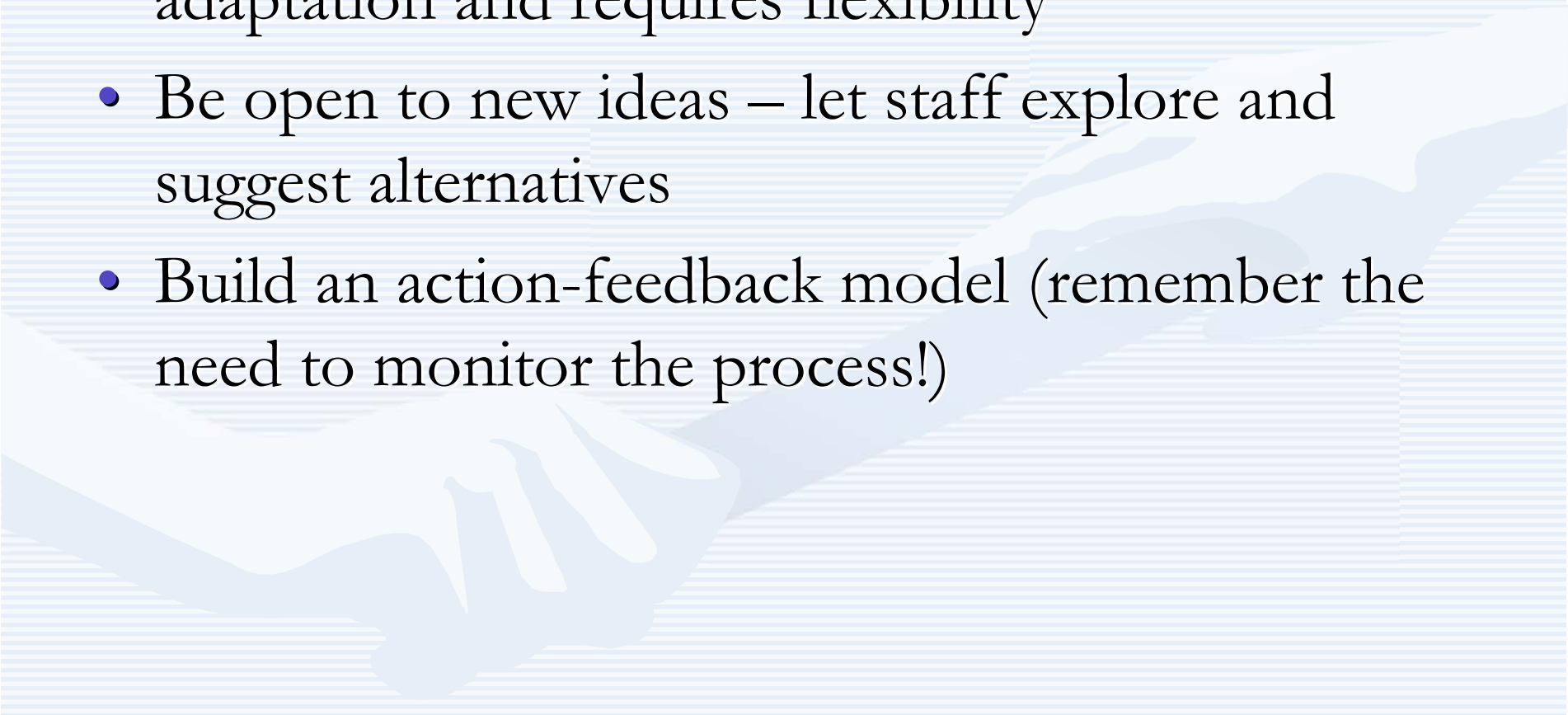
Small Groups Report Back



Tips for Managing Change

- Be clear about the mission, communicate a sense of purpose, focus on the goals
- Build a team, let the early adapters lead it, foster communication and informal reporting
- Set flexible priorities – remember that things happen while you plan and that you will learn as you go – be willing to adapt and retain the right to change your mind

Tips for Managing Change

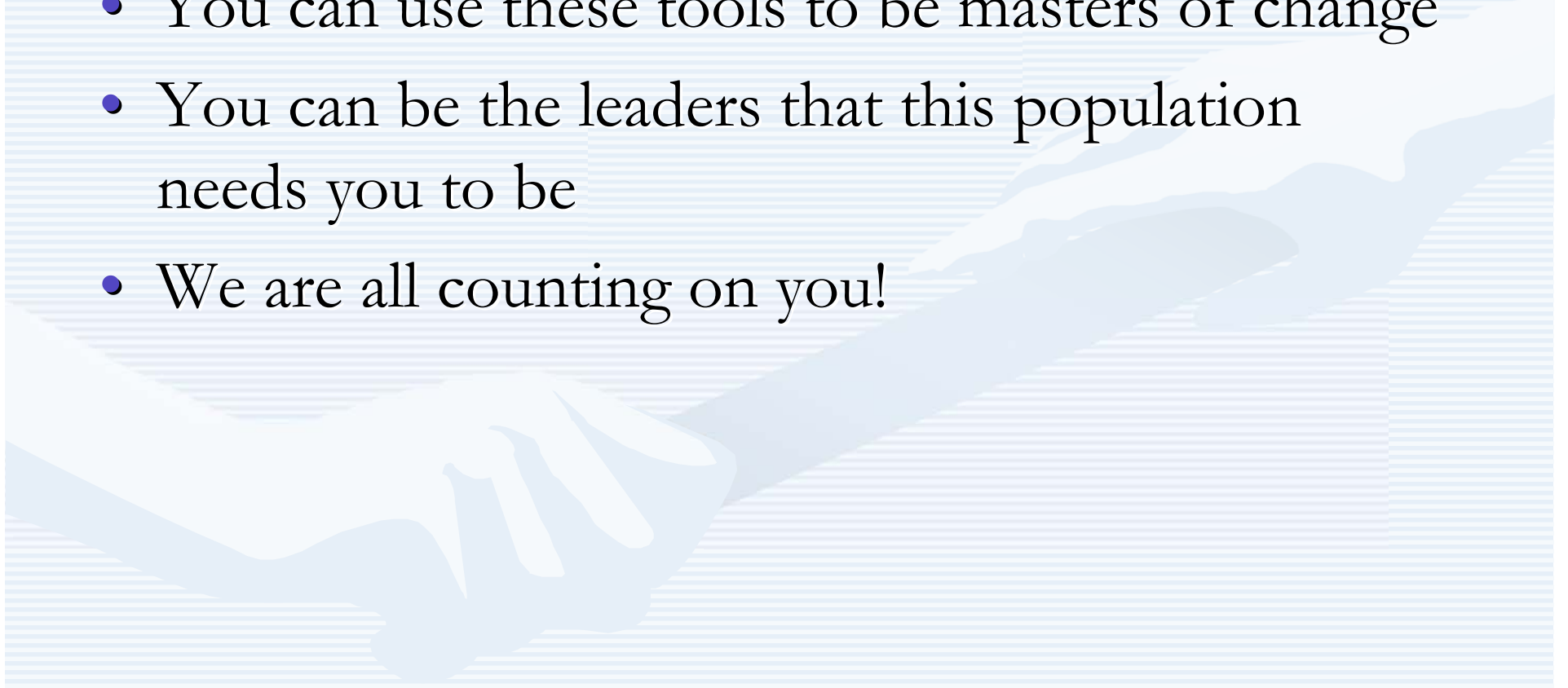
- Be willing to work around the rules – change is adaptation and requires flexibility
 - Be open to new ideas – let staff explore and suggest alternatives
 - Build an action-feedback model (remember the need to monitor the process!)
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Tips for Managing Change

- Involve stakeholders early and often
- Ask for volunteers
- Be willing to provide resources, training and professional development opportunities
- Remain positive and enthusiastic, maintain interest and motivation in new tasks
- Celebrate small victories – recognize that change takes time

Conclusion

- You are the future of MCH
- You can use these tools to be masters of change
- You can be the leaders that this population needs you to be
- We are all counting on you!



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Thank you!

dpeters@health.usf.edu

joan.eden@comcast.net